

# request off calendar template 2023

**request off calendar template 2023** is an essential tool for businesses and organizations aiming to streamline the process of managing employee time-off requests. In today's fast-paced work environment, having a structured and easily accessible calendar template can significantly improve scheduling efficiency and prevent conflicts. This article explores the benefits, features, and practical uses of a request off calendar template 2023, providing guidance on how to implement it effectively. Additionally, it covers customization tips, best practices for approval workflows, and integration with existing scheduling systems. By understanding these key aspects, managers and HR professionals can optimize workforce management and enhance employee satisfaction throughout the year. The following sections detail everything needed to make the most out of a request off calendar template in 2023.

- Understanding Request Off Calendar Templates
- Key Features of Request Off Calendar Template 2023
- Benefits of Using a Request Off Calendar Template
- How to Customize Your Request Off Calendar Template
- Best Practices for Managing Time-Off Requests
- Integrating Request Off Calendar Templates with Scheduling Software

## Understanding Request Off Calendar Templates

A request off calendar template is a pre-designed schedule format used to track and manage employee requests for time off. It acts as a centralized resource where employees can submit their planned absences, and managers can monitor and approve these requests efficiently. In 2023, these templates have evolved to accommodate digital and automated features, making them more user-friendly and adaptable for various industries. The template typically includes days, weeks, and months of the calendar year, along with designated spaces for employee names, dates requested off, and approval status.

## Purpose of a Request Off Calendar Template

The primary purpose of a request off calendar template is to simplify the process of requesting and approving time off, reducing administrative burdens. It ensures transparency in scheduling, helping to avoid staffing

shortages and conflicts. By maintaining a clear record of absences, businesses can better plan workloads and maintain operational continuity throughout 2023.

## **Types of Templates Available**

Request off calendar templates come in various formats, including:

- Excel or Google Sheets templates for manual input and easy sharing.
- PDF forms for standardized offline submissions.
- Integrated templates within HR or scheduling software for automation.

Choosing the right type depends on the organization's size, technological resources, and workflow preferences.

## **Key Features of Request Off Calendar Template 2023**

Modern request off calendar templates incorporate several vital features designed to enhance usability and accuracy. These features enable better tracking, communication, and decision-making regarding employee absences.

### **Date and Employee Tracking**

Templates include detailed date fields aligned with the 2023 calendar, allowing employees to specify single or multiple days off easily. Employee names or ID numbers are clearly listed to associate requests with the correct personnel, ensuring accurate records.

### **Approval Status Indicators**

An essential feature is the ability to mark requests as pending, approved, or denied. This visual status update facilitates quick reference for both management and employees, reducing confusion about the current state of a time-off request.

### **Notes and Comments Section**

Many templates provide space for notes or comments where employees can explain the reason for their absence, and managers can leave feedback or additional instructions. This communication channel helps clarify requests

and supports informed decision-making.

## **Color Coding and Highlights**

Color coding is often used to differentiate types of leave, such as vacation, sick leave, or personal days. This visual aid helps managers and HR quickly assess the distribution of off-days across departments and timeframes.

## **Benefits of Using a Request Off Calendar Template**

Implementing a request off calendar template in 2023 offers numerous advantages that contribute to improved workforce management and employee relations.

### **Improved Scheduling Efficiency**

Having all time-off requests consolidated in a single, organized template allows managers to plan shifts and workloads more effectively. This reduces the risk of understaffing and ensures critical operations continue without interruption.

### **Enhanced Transparency and Fairness**

The template provides a transparent system where all employees can see approved and pending requests. This openness fosters fairness by minimizing the chance of favoritism or double-booking time off.

### **Reduced Administrative Workload**

Automated or well-structured templates reduce the time HR personnel spend on tracking and processing requests. Digital templates can also send automatic notifications for approvals or denials, streamlining communication.

### **Accurate Record Keeping**

Maintaining a centralized and updated calendar helps organizations comply with labor regulations by keeping accurate records of employee absences throughout the year.

# How to Customize Your Request Off Calendar Template

Customization of a request off calendar template 2023 allows businesses to tailor the tool to their unique scheduling needs and organizational policies.

## Incorporate Company-Specific Leave Types

Adjust the template to include various leave types relevant to the company, such as parental leave, jury duty, or bereavement. This helps in categorizing requests properly and tracking different leave balances.

## Adjust Calendar Layout and Timeframes

Some organizations may prefer a weekly or monthly view, while others might benefit from a yearly overview. Customizing the layout to reflect the preferred timeframe ensures easier navigation and planning.

## Add Approval Workflow Fields

Including fields for manager approval signatures, dates, or digital approval checkboxes can formalize the process and create a clear audit trail for requests.

## Integrate Employee Contact Information

Embedding contact details within the template can facilitate quick communication between supervisors and employees regarding time-off requests or changes.

## Best Practices for Managing Time-Off Requests

Efficient management of time-off requests using a request off calendar template 2023 requires adherence to best practices that promote consistency and fairness.

## Establish Clear Policies

Create and communicate clear policies regarding how and when employees should submit time-off requests. This includes deadlines, approval criteria, and limitations on concurrent absences.

## **Encourage Early Requests**

Encouraging employees to submit requests well in advance allows managers to accommodate planned absences with minimal disruption to operations.

## **Regularly Update the Calendar**

Ensure the calendar is updated promptly after requests are approved or denied to maintain accurate records and prevent scheduling conflicts.

## **Use Notifications and Reminders**

Implement notifications for pending approvals and reminders for upcoming absences to keep all parties informed and prepared.

## **Review and Audit Periodically**

Conduct periodic reviews of the request off calendar to identify trends, address potential issues, and ensure compliance with company policies and labor laws.

## **Integrating Request Off Calendar Templates with Scheduling Software**

Many organizations leverage software solutions to automate and integrate the request off calendar template 2023 into broader workforce management systems.

## **Benefits of Integration**

Integrating the calendar template with scheduling software allows real-time updates, automatic conflict detection, and seamless communication between employees and management.

## **Popular Integration Features**

- Automatic leave balance tracking and accrual calculations.
- Mobile access for submitting and approving requests on the go.
- Synchronization with payroll systems to ensure accurate compensation.
- Reporting tools to analyze time-off patterns and staffing needs.

## **Choosing the Right Software**

Select scheduling or HR software that supports customizable calendar templates, user-friendly interfaces, and compatibility with existing tools to maximize efficiency.

## **Frequently Asked Questions**

### **What is a request off calendar template for 2023?**

A request off calendar template for 2023 is a pre-designed document or spreadsheet that helps employees and managers track and manage time-off requests throughout the year 2023.

### **Where can I find a free request off calendar template for 2023?**

You can find free request off calendar templates for 2023 on websites like Microsoft Office Templates, Google Sheets Template Gallery, and various productivity blogs.

### **How do I use a request off calendar template in 2023?**

To use a request off calendar template in 2023, input employee names, dates they request off, and approval status to maintain an organized schedule and avoid conflicts.

### **Can a request off calendar template help prevent scheduling conflicts in 2023?**

Yes, by visualizing all employees' time-off requests on a single calendar, a request off calendar template helps managers identify overlaps and prevent scheduling conflicts in 2023.

### **Is the request off calendar template customizable for different businesses in 2023?**

Most request off calendar templates for 2023 are customizable, allowing businesses to modify fields, colors, and layout to fit their specific needs and policies.

## **What formats are available for request off calendar templates in 2023?**

Request off calendar templates for 2023 are commonly available in Excel, Google Sheets, Word, and PDF formats for easy editing and sharing.

## **How can I integrate a request off calendar template with my existing HR software in 2023?**

Integration depends on the HR software, but many allow importing CSV or Excel files generated from request off calendar templates to streamline time-off tracking in 2023.

## **What are the benefits of using a request off calendar template in 2023?**

Benefits include improved organization, clear communication of time-off requests, easier approval processes, and reduced scheduling conflicts in 2023.

## **Can request off calendar templates track different types of leave in 2023?**

Yes, many request off calendar templates allow tracking of various leave types such as vacation, sick leave, personal days, and unpaid leave for 2023.

## **How often should I update the request off calendar template in 2023?**

It is best to update the request off calendar template regularly, ideally immediately after a new request is submitted or approved, to maintain accurate and up-to-date scheduling throughout 2023.

## **Additional Resources**

### **1. *Mastering Time Off Requests: A Manager's Guide to 2023 Calendar Templates***

This book offers practical strategies for managers to efficiently handle employee time off requests using 2023 calendar templates. It covers best practices for organizing, approving, and tracking leave to ensure smooth workflow continuity. Readers will find customizable templates and tips for balancing team availability with personal time off.

### **2. *The Ultimate 2023 Time Off Request Calendar Handbook***

Designed for HR professionals and team leaders, this handbook provides comprehensive insights into creating and managing time off request calendars for 2023. It includes sample templates, step-by-step instructions, and advice

on integrating these tools into company policies. The book also explores digital solutions to streamline request processes.

### *3. Request Off Calendar Templates: Simplifying Leave Management in 2023*

This guide focuses on the importance of clear and accessible calendar templates for handling employee leave requests in 2023. It highlights different template designs tailored for various industries and team sizes. Readers will learn how to customize templates for maximum efficiency and transparency.

### *4. Efficient Leave Planning with 2023 Request Off Calendars*

Focused on improving workplace productivity, this book teaches how to use 2023 calendar templates to plan and approve time off requests effectively. It discusses balancing operational needs with employee satisfaction, and offers sample forms and scheduling tools. The book is ideal for small businesses and startups.

### *5. The 2023 Guide to Employee Time Off Requests and Calendar Management*

This title provides a detailed overview of managing employee time off requests using calendar templates specific to 2023. It emphasizes legal considerations, communication strategies, and record-keeping best practices. The book also includes printable templates and digital calendar integration tips.

### *6. Streamlining Vacation and Leave Requests: 2023 Calendar Templates Explained*

A practical resource for HR teams, this book demystifies the process of using calendar templates to handle vacation and leave requests in 2023. It covers common challenges and solutions, template customization, and software recommendations. Readers will gain tools to improve transparency and reduce scheduling conflicts.

### *7. 2023 Time Off Request Systems: Templates and Techniques for Success*

This book explores various systems and templates designed for managing 2023 time off requests efficiently. It includes case studies, workflow diagrams, and template samples adaptable to different organizational needs. The focus is on fostering clear communication and minimizing operational disruptions.

### *8. Organizing Your 2023 Leave Calendar: Templates and Best Practices*

Providing actionable advice, this book helps managers and employees organize leave calendars using effective 2023 templates. It covers prioritization methods, collaborative scheduling, and tips for avoiding common pitfalls. The included templates are easy to use and customize for any workplace.

### *9. Time Off Request Calendars for 2023: A Step-by-Step Template Guide*

This step-by-step guide walks readers through creating and implementing time off request calendars for 2023. It breaks down template components, approval workflows, and tracking techniques. Perfect for HR beginners and seasoned professionals alike, the book ensures smooth leave management processes.



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# Request Off Calendar Template 2023

Ebook Title: Mastering Time Off: Your Guide to Effective Request Off Calendar Templates & Strategies for 2023

Ebook Outline:

Introduction: The Importance of a Well-Structured Time-Off Request System

Chapter 1: Understanding Different Calendar Types & Their Suitability

Chapter 2: Crafting the Perfect Request Off Template: Elements & Best Practices

Chapter 3: Digital vs. Paper-Based Request Systems: Advantages & Disadvantages

Chapter 4: Handling Time-Off Requests Effectively: Tips for Managers & Employees

Chapter 5: Avoiding Common Pitfalls & Troubleshooting Time-Off Conflicts

Chapter 6: Legal Considerations & Compliance with Employment Laws

Chapter 7: Advanced Time-Off Management Techniques & Tools

Conclusion: Streamlining Your Time-Off Process for Increased Productivity & Employee Satisfaction

## **Mastering Time Off: Your Guide to Effective Request Off Calendar Templates & Strategies for 2023**

Introduction: The Importance of a Well-Structured Time-Off Request System

In today's fast-paced work environment, efficient time-off management is crucial for both employees and employers. A well-structured system ensures fair allocation of leave, minimizes scheduling conflicts, and ultimately boosts productivity and employee morale. A key component of this system is a robust request-off calendar template. This ebook provides a comprehensive guide to crafting, implementing, and optimizing such templates to meet the demands of 2023 and beyond. Ignoring the importance of a streamlined process can lead to resentment, scheduling chaos, and a loss of valuable employee time. A proper system promotes transparency, clear communication, and a more positive work environment.

Chapter 1: Understanding Different Calendar Types & Their Suitability

Choosing the right calendar type is the foundation of effective time-off management. Several options exist, each with strengths and weaknesses:

**Shared Digital Calendars (Google Calendar, Outlook Calendar):** These offer real-time updates, easy collaboration, and automated reminders. They are ideal for teams and organizations that value immediate visibility and seamless communication. However, they require technological literacy and a degree of standardization across the team.

**Spreadsheet-Based Calendars (Excel, Google Sheets):** These provide flexibility in customization but require manual updates and lack the real-time features of digital calendars. They are suitable for smaller teams or organizations with less emphasis on instant updates.

**Dedicated Time-Off Management Software:** Solutions like BambooHR, Namely, or Zoho People offer comprehensive time-off tracking, approval workflows, and reporting features. They are suitable for larger organizations with complex leave policies, but often come with a subscription cost.

**Physical Calendars:** These remain relevant in some settings, offering a tangible, easily accessible record. However, they lack the efficiency and real-time collaboration features of digital options and are less suitable for larger teams or organizations with remote workers.

The choice depends on the size of your organization, technological capabilities, budget, and the level of complexity in your leave policies. This chapter will delve into the pros and cons of each type, enabling you to make an informed decision.

## Chapter 2: Crafting the Perfect Request Off Template: Elements & Best Practices

A well-designed request-off template is essential for clarity and efficiency. It should include:

**Employee Information:** Name, employee ID, department.

**Request Dates:** Start date, end date, total number of days requested.

**Reason for Absence:** (Optional, but helpful for tracking and planning)

**Contact Information:** Emergency contact details.

**Supervisor Approval:** Space for manager's signature or digital approval.

**Employee Signature:** Confirmation of the request.

**Policy Acknowledgement:** Confirmation that the employee understands the company's leave policy.

Best practices include using clear and concise language, making the form easy to fill out, and providing ample space for notes or additional information. This chapter will provide templates and examples to guide you in creating the perfect request form for your specific needs. The use of visual cues and clear instructions minimizes the risk of errors and misunderstandings.

## Chapter 3: Digital vs. Paper-Based Request Systems: Advantages & Disadvantages

The choice between digital and paper-based systems involves weighing several factors. Digital systems offer:

**Improved Efficiency:** Automated processes, instant updates, and reduced paperwork.

**Enhanced Collaboration:** Real-time visibility for managers and colleagues.

**Data-Driven Insights:** Easy access to time-off data for reporting and analysis.

However, digital systems require technological investment and training, and may not be accessible

to all employees.

Paper-based systems offer simplicity and accessibility, but lack the efficiency and data analysis capabilities of digital systems. They are prone to errors, loss, and delays in processing. This chapter will help you determine which system best aligns with your organizational needs and resources.

#### Chapter 4: Handling Time-Off Requests Effectively: Tips for Managers & Employees

Effective time-off management involves clear communication, fair policies, and proactive planning. Managers should:

- Review requests promptly.
- Communicate decisions clearly.
- Address conflicts fairly and consistently.
- Maintain accurate records.

Employees should:

- Submit requests well in advance.
- Provide sufficient detail.
- Respect company policies.
- Communicate any changes promptly.

This chapter offers practical strategies for both managers and employees to navigate the time-off request process smoothly and efficiently.

#### Chapter 5: Avoiding Common Pitfalls & Troubleshooting Time-Off Conflicts

Several common pitfalls can hinder effective time-off management, including:

- Lack of clear policies.
- Inconsistent application of policies.
- Inadequate communication.
- Insufficient planning.

This chapter will provide solutions for these challenges and offer strategies for resolving conflicts that may arise, emphasizing the importance of proactive communication and a fair approach to conflict resolution.

#### Chapter 6: Legal Considerations & Compliance with Employment Laws

Understanding and complying with relevant employment laws regarding time off is crucial. This chapter will provide an overview of key legal considerations, including:

- Paid Time Off (PTO) laws.
- Family and Medical Leave Act (FMLA).
- Other relevant state and federal laws.

It's important to note that legal requirements vary by location; seeking legal counsel is recommended to ensure full compliance.

## Chapter 7: Advanced Time-Off Management Techniques & Tools

This chapter explores advanced techniques and tools to further optimize time-off management:

Time-off forecasting and planning.

Integration with payroll systems.

Automated approval workflows.

Data analytics for optimizing leave policies.

It will provide insights into leveraging technology and data to maximize efficiency and employee satisfaction.

## Conclusion: Streamlining Your Time-Off Process for Increased Productivity & Employee Satisfaction

Implementing a well-structured time-off request system is an investment in both productivity and employee morale. By utilizing the strategies and templates outlined in this ebook, you can streamline your process, reduce conflicts, and foster a more positive and efficient work environment.

### FAQs:

1. What is the best calendar type for a small business? A shared digital calendar or a spreadsheet might be suitable, depending on your technical capabilities.
2. How far in advance should employees submit time-off requests? Company policy varies, but generally, the further in advance, the better.
3. What should I do if an employee requests time off at the last minute? Address it promptly, but be firm about adhering to company policy.
4. How can I handle conflicting time-off requests? Establish a clear process for prioritization and communication.
5. What legal considerations should I be aware of regarding time off? Consult with legal counsel to ensure compliance with relevant employment laws.
6. What are the benefits of using time-off management software? Improved efficiency, collaboration, data analysis, and reduced administrative burden.
7. How can I improve employee communication regarding time-off requests? Establish clear policies, provide regular training, and use multiple communication channels.
8. What are some common mistakes to avoid when creating a time-off request template? Ambiguous language, lack of clarity, and insufficient space for information.
9. How can I measure the effectiveness of my time-off management system? Track key metrics such as the number of conflicts, processing times, and employee satisfaction.

### Related Articles:

1. Optimizing Your PTO Policy for Employee Retention: Discusses strategies for creating attractive PTO policies.

2. The Ultimate Guide to Time-Off Accrual Calculations: Explains different methods for calculating PTO accrual.
3. Avoiding Time-Off Request Conflicts in a Hybrid Workplace: Addresses challenges unique to hybrid work models.
4. Building a Culture of Work-Life Balance: Explores strategies for promoting employee well-being.
5. Effective Time-Off Management for Remote Teams: Focuses on best practices for managing time off in remote settings.
6. Legal Compliance for Time-Off Policies in [Specific State/Country]: Provides detailed legal guidance for a particular region.
7. Top 5 Time-Off Management Software Solutions: Reviews popular time-off management software options.
8. Creating a Fair and Equitable Time-Off Request System: Addresses issues of fairness and equity in time-off allocation.
9. The Impact of Time-Off Management on Employee Productivity: Explores the link between effective time-off management and productivity.

**request off calendar template 2023:** Ask a Manager Alison Green, 2018-05-01 From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

**request off calendar template 2023:** *The Guide to Processing Personnel Actions*, 1995

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Comments that explain each Rule's purpose and provide suggestions for its practical application. The Rules will help you identify proper conduct in a variety of given situations, review those instances where discretionary action is possible, and define the nature of the relationship between you and your clients, colleagues and the courts.

**request off calendar template 2023:** *Deep Work* Cal Newport, 2016-01-05 AN AMAZON BEST BOOK OF 2016 PICK IN BUSINESS & LEADERSHIP WALL STREET JOURNAL BUSINESS BESTSELLER A BUSINESS BOOK OF THE WEEK AT 800-CEO-READ Master one of our economy's most rare skills and achieve groundbreaking results with this "exciting" book (Daniel H. Pink) from an "exceptional" author (New York Times Book Review). Deep work is the ability to focus without distraction on a cognitively demanding task. It's a skill that allows you to quickly master complicated information and produce better results in less time. Deep Work will make you better at what you do and provide the sense of true fulfillment that comes from craftsmanship. In short, deep work is like a super power in our increasingly competitive twenty-first century economy. And yet, most people have lost the ability to go deep—spending their days instead in a frantic blur of e-mail and social media, not even realizing there's a better way. In *Deep Work*, author and professor Cal Newport flips the narrative on impact in a connected age. Instead of arguing distraction is bad, he instead celebrates the power of its opposite. Dividing this book into two parts, he first makes the case that in almost any profession, cultivating a deep work ethic will produce massive benefits. He then presents a rigorous training regimen, presented as a series of four rules, for transforming your mind and habits to support this skill. 1. Work Deeply 2. Embrace Boredom 3. Quit Social Media 4. Drain the Shallows A mix of cultural criticism and actionable advice, *Deep Work* takes the reader on a journey through memorable stories—from Carl Jung building a stone tower in the woods to focus his mind, to a social media pioneer buying a round-trip business class ticket to Tokyo to write a book free from distraction in the air—and no-nonsense advice, such as the claim that most serious professionals should quit social media and that you should practice being bored. *Deep Work* is an indispensable guide to anyone seeking focused success in a distracted world.

**request off calendar template 2023:** *Elf on the Shelf Official Annual 2020* Little Brother Books, 2019-09-06 Have you been naughty or nice? Get set for Christmas with our brand new magical Annual! Enjoy Elf-themed activities, stories and makes in this charming new Annual and help make it the best Christmas holiday ever! Includes recipes, craft ideas, quizzes, puzzles, jokes, fun facts, etc.

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often makes us want more. Eyal lays bare the secret of finally doing what you say you will do with a four-step, research-backed model. Indistractable reveals the key to getting the best out of technology, without letting it get the best of us. Inside, Eyal overturns conventional wisdom and reveals:

- Why distraction at work is a symptom of a dysfunctional company culture—and how to fix it
- What really drives human behavior and why time management is pain management
- Why your relationships (and your sex life) depend on you becoming indistractable
- How to raise indistractable children in an increasingly distracting world

Empowering and optimistic, Indistractable provides practical, novel techniques to control your time and attention—helping you live the life you really want.

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## GET STARTED BUILDING A GREAT SHAREPOINT PORTAL

**request off calendar template 2023: *The Making of a Manager*** Julie Zhuo, 2019-03-19  
Instant Wall Street Journal Bestseller! Congratulations, you're a manager! After you pop the champagne, accept the shiny new title, and step into this thrilling next chapter of your career, the truth descends like a fog: you don't really know what you're doing. That's exactly how Julie Zhuo felt when she became a rookie manager at the age of 25. She stared at a long list of logistics--from hiring to firing, from meeting to messaging, from planning to pitching--and faced a thousand questions and uncertainties. How was she supposed to spin teamwork into value? How could she be a good steward of her reports' careers? What was the secret to leading with confidence in new and unexpected situations? Now, having managed dozens of teams spanning tens to hundreds of people, Julie knows the most important lesson of all: great managers are made, not born. If you care enough to be reading this, then you care enough to be a great manager. *The Making of a Manager* is a modern field guide packed everyday examples and transformative insights, including: \* How to tell a great manager from an average manager (illustrations included) \* When you should look past an awkward interview and hire someone anyway \* How to build trust with your reports through not being a boss \* Where to look when you lose faith and lack the answers Whether you're new to the job, a veteran leader, or looking to be promoted, this is the handbook you need to be the kind of manager you wish you had.

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